

The Northeast Missouri Workforce Investment Board's
Strategic Plan
For Title I of the Workforce Investment Act
(July 1, 2005-June 30, 2007)

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I. Local Workforce Investment Board's Vision

State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision and the national direction.

Governor Matt Blunt's vision for the State of Missouri's workforce investment system is to provide a positive environment for current and new businesses to thrive and thus drive the states economy. To accomplish this, the Governor recognizes the strong need for education and its impact on providing a highly skilled workforce for businesses to compete in the global economy.

The strategic direction of the workforce investment system identifies the following national level priorities:

- Implementation of a demand-driven workforce system (preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors of the American economy);
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- Enhanced integration of service delivery through one-stop delivery systems nationwide;
- A refocusing of the WIA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs, and increased accountability;
- Improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through one-stop career centers;
- Faith-based and community-based organizations playing an enhanced role in workforce development;
- Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; and
- Reporting against common performance measures across Federal employment and training programs

The vision of the Northeast Missouri (NEMO) Workforce Investment Board is that of a skilled workforce that supports the current and future needs of business and industry, and enhances the economic prosperity of the citizens of Northeast Region in Missouri.

Our mission is to maintain a public and private partnership within the Northeast Region that:

- Develops workforce investment policies
- Evaluates workforce skills needed by local business and industry to compete in a global economy
- Oversees the local workforce investment efforts
- Ensures the coordinated and efficient use of workforce investment resources

- Provides leadership, direction and accountability for the resources

In addition, the Northeast Missouri Workforce Investment Board will follow the identified approaches utilized by the state's workforce development system as outlined below:

- Utilize the re-designed case management system when completed focusing on services rather than programs
- Develop more collaborative partnerships to move toward more integrated service delivery
- Participate in hearings conducted by the state's Government Reform Commission, as appropriate
- Continue with the Regional Skills Gap Analysis initiative focusing on identifying and providing the skill levels needed by employers
- Ensuring that every customer is given access to all eligible services
- Ensuring that business services are fully integrated into the workforce development system through the implementation of the local Business Service Plan by the Business Service Team consisting of staff from the Division of Workforce Development, Workforce Investment Board and one-stop operators located in the one-stop career centers
- Providing services to individuals with disabilities through the assistive technology equipment available in each one-stop career center, as well as providing access to foreign language interpreters to ensure services are made available to all population groups

II. Local Workforce Investment Priorities

*Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.**

WORKFORCE INVESTMENT NEEDS OF BUSINESSES

The changing workplace is a complex subject which is constantly evolving. Lower unemployment rates are currently being experienced in some of the Northeast Missouri Workforce Investment Area create a great challenge for many employers in finding adequate numbers of qualified workers to meet their needs. The introduction of new technologies, the growing importance of global trade, a continued shortage of young people available to enter the workforce, and the rapid development of the service sector are all factors that have had, and will continue to have, an impact on the needs of businesses in Northeast Missouri Workforce Investment Area.

The Northeast Missouri Workforce Investment Board, in conjunction with the One-Stop Partner agencies, has demonstrated a commitment to seeking out the appropriate mechanisms which will allow us to establish a framework that will contribute to economic growth and job creation. The needs identified through the Skills Gap Analysis by businesses can be addressed through programs and services made available through the Workforce Investment Act. Through continued dialogue, consultation and

cooperation with business and industry leaders, we will be in a position to develop and/or modify existing programs and services to mirror the changing needs of local businesses.

WORKFORCE INVESTMENT NEEDS OF JOBSEEKERS

The primary need of jobseekers in the Northeast Missouri Workforce Investment Area is accurate, relevant, easily accessible information related to their job search, training and supportive service needs. In the past, many jobseekers have conducted their job search poorly prepared, or have had to search for information through various agencies and resources, often at different locations. The Northeast Missouri Workforce Investment Board, in conjunction with One-Stop Partner agencies, has taken on the task of consolidating the needed information in ways that will empower the job seeker to more efficiently obtain employment which meets their needs and desires.

The key avenue to providing the needed information will be the provision of WIA core services through the One-Stop system. These services, available to all jobseekers, will ensure that they have easy access to information crucial to a successful job search. Individuals who choose to avail themselves of services at the One-Stop career centers receive an orientation informing them of all services available to them, and will have the opportunity to have their eligibility determined for any services which have associated eligibility requirements. An initial assessment will provide the jobseeker with information regarding their work readiness skills, interests and aptitudes.

Labor market information will be available to assist the customer in targeting employment with the desired wages, benefits, growth potential and working conditions. Those in need of supportive services will be able to identify providers and eligibility requirements of the needed service(s). Access to technology is fast becoming a necessity for those seeking employment. Computers for customer use in preparing resumes and cover letters, internet access to research job openings, copiers, fax machines and telephones are available tools for the jobseeker to access as a core service. Many jobseekers either do not have access to these items elsewhere, or need assistance in using them.

These, and other core services, will enable the majority of jobseekers to reach their employment goals. Some customers, however, especially those with significant barriers to employment, will require additional assistance to meet their employment goals and objectives. Intensive and training services such as classroom training, workplace readiness, on-the-job training and pre-vocational training will be available to assist those in need, as assessed by the One-Stop operator. Follow-up services will help ensure that those enrolled in intensive and training activities have on-going support and, when needed, assistance in the areas of job holding and job retention skills.

Throughout their involvement in the workforce development system, customers will have access to performance and cost information, where applicable, related to training providers and service providers.

The end result of the provision of the information and services described above will be well-informed customers who are empowered to make decisions which will lead to successful attainment of their employment goals and objectives.

WORKFORCE INVESTMENT NEEDS OF EMPLOYED WORKERS

In the Northeast Missouri Workforce Investment Area there are many workers employed at low-wage jobs; whose skill levels prevent them from advancing within a company; whose skill levels are no longer adequate to meet the needs of business, who are employed in an occupation that is in decline, or who are facing layoff due to downsizing or closure of their place of employment. These incumbent workers need access to services which will help them transition to new employment, or give them the skills needed to retain employment and prosper at their current workplace.

Many of the core services described earlier, such as access to labor market information, assessment, access to computers, etc. will be of benefit to incumbent workers as they make decisions regarding their future employment goals. In addition, this group of customers may need assistance in identifying their transferable skills, and using that information in developing a plan to transition to other employment. Some workers will need skill training in order to become, or remain, competitive in today's business climate.

Past experience has shown that customers facing layoff benefit greatly from Rapid Response activities such as Career Directions workshops, stress management and financial management seminars. These types of services will continue to be offered to customers in need. Finally, the immediate need of assistance in filing unemployment claims will be made available as a core service to all who request such assistance.

IDENTIFYING SKILLS GAPS

In February 2005, the Missouri Training and Employment Council awarded each Workforce Investment Board with a grant to conduct a Regional Skills Gap Analysis. The Northeast Missouri Workforce Investment Board utilized the services of a consulting firm, Workforce Associates, Inc., to conduct its Regional Skills Gap Analysis. As a result of this initiative, several key priorities were identified through written surveys, telephone interviews, focus groups and through a planning consortium consisting of local economic development, chamber of commerce and one stop partner staff throughout the Northeast Region.

The process of evaluating and identifying the key industries for the Skills Gap Analysis was through a combination of statistical analysis and interaction with the planning consortium, which yielded the following results:

- Health care: Real quantitative shortages of health care professionals are already present in Northeast Missouri, as they are across the country and around the world. This is widely acknowledged and agreed upon by the consortium and backed up by considerable empirical and anecdotal evidence.

- **Manufacturing:** After considerable discussion, manufacturing emerged as the likeliest candidate as a driver of the region's economy, a sector with influence throughout the region and likely to demand a significant number of workers.

Several manufacturing industries including food manufacturing, primary metals, and some machining, expressed a desire for workers with good work histories, ability to pass drug tests and a willingness to work. A high school diploma or GED was often not a requirement although "trainability," almost always was. A common frustration was that not only did the job applicants lack skills in math, problem solving, supervisory skills and basic work ethic, but the skills of current employees were in need of improvement. Lack of work ethic was a crucial factor generating turnover. Some employers detected a pattern among some applicants work history that consisted of periods of employment (of sufficient duration to qualify the person for unemployment benefits) followed by periods of unemployment (lasting as long as eligibility benefits held up) followed, once again by search for employment.

III. Local Structure

- A. *Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.*

NEMO Workforce Investment Area consists of sixteen counties in Northeast Missouri. It is primarily rural, and agriculture is an important part of the economy. There are no metropolitan statistical areas (MSA's) in Northeast WIA; however, Lincoln and Warren counties in the southern part were added to the St. Louis MSA after the 1990 census. The largest cities, all of which are regional economic centers, are Hannibal, Kirksville, Moberly, Warrenton and Troy. The southern part of the Northeast WIA derives considerable economic benefits from its proximity to the St. Louis MSA. Mark Twain Lake in Monroe and Ralls counties has much untapped potential as a major recreational area.

Northeast Missouri WIA has three identifiable socio-economic areas: the Northeast Missouri region, the Mark Twain Region and the Boonslick region.

Northeast Missouri Region

The Northeast Missouri economic region consists of Adair, Clark, Knox, Schuyler and Scotland counties. Kirksville in Adair County is the region's largest city and major economic center. Manufacturing is a relatively small part of the region's economy; the only major manufacturers produce food, automotive and plastic products. Education and medical care, both centered in Kirksville, are the region's largest non-agricultural industries. Other non-manufacturing industries include retail trade, social service and local government. The Northeast Missouri

region has economic ties to nearby communities in Illinois and Iowa, especially to Keokuk, Iowa.

Mark Twain Region

The Mark Twain economic region consists of Lewis, Macon, Marion, Monroe, Pike, Ralls, Randolph and Shelby counties. Hannibal in Marion County (eastern part) and Moberly in Randolph County (western part) are the major economic centers for the Mark Twain region. Both geographically and economically, the Mark Twain region is the largest of Northeast Missouri Workforce Investment Area's three socio-economic regions, as indicated by the wide diversity of its industries. Major manufacturers in the region produce food products, chemical products, cement, primary metals, machinery, and transportation equipment. Major non-manufacturing industries include construction, trucking, electric services, wholesale trade, retail trade, banking, health services, educational services, social services, and state and local government. Tourism and recreation are also important to the region; Hannibal is a significant tourist attraction because of the life and stories of Mark Twain, and the Mark Twain Lake is becoming a popular area for water related activities.

The Mark Twain region has strong economic ties to two nearby communities outside the region. There is considerable commuting between Moberly and Columbia, and Marion and Lewis counties are linked economically with Quincy, Illinois.

Boonslick Region

The Boonslick economic region is less dependent on agricultural production than the other regions in the Northeast Missouri WIA. This region consists of Lincoln, Montgomery and Warren counties. Warrenton in Warren County and Troy in Lincoln County are the region's major economic centers. Major manufacturers in the Boonslick region produce furniture and motor vehicle equipment. Large non-manufacturing industries include construction, trucking, wholesale trade, retail trade, health services, educational services, social services and local government.

The Boonslick region is more closely tied economically to the St. Louis MSA than it is to the rest of NEMO WIA. An economic boom in Lincoln and Warren counties (both now in the St. Louis MSA) has continued its growth. A very large automobile assembly plant in St. Charles County has created several 'satellite' industries in the Boonslick region. The areas along I-70 and U.S. 61 are corridors for development and expansion.

Training and Educational Institutions

The Northeast Region has five area Career and Technical Centers located throughout the region. They offer a variety of technical/vocational skills-training

programs and short-term continuing education style programs at their respective locations. In addition, a local two-year community college is located within the region. The community college also has five additional satellite sites available throughout the region that offer classes on a continual basis. The Northeast Region is also home to a major four-year public university as well as three private four-year colleges.

The Workforce

The majority (51%) of the region's population is female. Approximately 65% of the population is 25 years of age or older, with 39% over the age of 44. According to the Missouri Economic Research and Information Center (MERIC) Economic Profile, 13% of the total population lives in poverty (based on 1997 poverty statistics). The 2000 census report indicates that 95% of the population is white, 3% is black, 1% is Hispanic and less than 1% is Asian.

B. *Describe the region's economic condition, including the following information by county and the overall region:*

- *average personal income level;*
- *number and percent of working-age population living at or below poverty level;*
- *unemployment rates for the last five years; and*
- *major lay-off events over the past three years and any anticipated layoffs*

While the Northeast Region's economy has been slow, growth and employment opportunities are expected to improve in the coming years. Total non-agricultural wages and salaried employment in the Northeast Region is projected to grow at an average of 9.9% between 1998 and 2008. This increase reflects in part the employment growth in durable goods manufacturing, government, retail trade and particularly, services. Of the major industry groups, only mining and non-durable goods manufacturing is expected to decline in employment. Additional industries targeted for growth in the Northeast Region include construction, service producing industries and the financial, insurance and real estate industries. The region is experiencing a shift in demand from low-skill, higher wage jobs to high skill, higher wage jobs. The Northeast Region is in a position to provide training services for those individuals with low-skills to assist them in obtaining higher skill levels thus gaining higher wage jobs. However, the needs of those dislocated from their current positions are of concern while trying to re-employ them at their current wage.

The population has grown only 3.7% in the Northeast Region since 1990, compared to 9.1% of growth for the state. The poverty rate for this area is 13%. This compares with 11.3% for the state as a whole. The unemployment rate during 2004 for the Northeast Region was 5.56%, below the state average of 5.7%. The growth in personal income and per capita income in the Northeast

Region over the past decade is below the growth of the state as a whole. Per capita income in the region was only \$21,161 during 2003, compared with \$29,464 for the state.

County		Average Personal Income Level (2001 data)	Number & Percent of Working-Age Population Living at or below poverty (1997 data)		Unemployment Rates for last five years information obtained from www.bls.gov					Major Lay-offs over past 3 years & anticipated layoffs (major layoffs-50 or more)
					2000	2001	2002	2003	2004	
Adair		\$20,912	3287	13.5% in poverty	2.9%	3.5%	3.1%	3.8%	3.3%	<ul style="list-style-type: none"> • PY' 2002 Standard Register 235 laid off • PY' 2003 Hollister 64 laid off
Clark		\$17,461	1087	14.8% in poverty	3.4%	7.2%	7.7%	7.9%	7.7%	
Knox		\$20,527	796	18.4% in poverty	3.3%	4.4%	3.9%	4.1%	4.0%	
Lewis		\$18,211	1376	13.5% in poverty	3.1%	4.0%	4.2%	5.1%	4.1%	<ul style="list-style-type: none"> • PY' 2002 LaGrange Foundry 132 laid off
Lincoln		\$22,876	3725	10% in poverty	3.1%	4.8%	5.8%	6.0%	6.2%	
Macon		\$18,550	1812	11.7% in poverty	4.0%	10%	6.6%	5.8%	5.7%	
Marion		\$17,447	3803	13.7% in poverty	3.8%	5.4%	5.6%	5.8%	5.4%	<ul style="list-style-type: none"> • PY' 2002 BASF 51 laid off • PY' 2003 Unicco 77 laid off
Monroe		\$20,361	1093	12% in poverty	3.6%	7.2%	7.0%	7.3%	7.4%	
Montgomery		\$21,791	1532	12.2% in poverty	3.2%	5.8%	6.1%	7.1%	7.1%	<ul style="list-style-type: none"> • PY' 2002 Unique Automotive 110 laid off
Pike		\$19,093	2198	13.4% in poverty	3.5%	5.5%	5.5%	5.3%	5.5%	<ul style="list-style-type: none"> • PY' 2002 Hubbell Electrical Products 54 laid off
Ralls		\$21,070	1080	11.8% in poverty	3.5%	5.4%	5.8%	6.3%	6.3%	
Randolph		\$20,215	3712	15.6% in poverty	3.7%	5.9%	5.8%	5.6%	5.3%	
Schuyler		\$17,419	740	16.8% in poverty	4.3%	5.6%	5.3%	6.2%	5.6%	
Scotland		\$18,306	864	17.6% in poverty	2.7%	4.3%	4.9%	4.3%	3.7%	
Shelby		\$21,305	929	14% in poverty	4.5%	6.9%	6.1%	5.9%	5.9%	
Warren		\$23,906	2104	8.3% in poverty	3.1%	5.1%	5.7%	6.2%	5.8%	<ul style="list-style-type: none"> • PY' 2002 Ameriwood 130 laid off • PY' 2003 Rock Tenn 60 laid off • PY' 2004 Ameriwood 100 laid off

- C. *Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan. **

In order to provide the general public and local board members, including representatives of business and labor organizations, an opportunity for review and comment of the local plan, copies of the proposed plan will be made available to them for their review. A public notice announcing the proposed plan will be published in at least two newspapers of general circulation within the Northeast Missouri Workforce Investment Area at least 30 days prior to its submission to the Governor. The public notice will contain 1) a brief summary of the Workforce Investment Area's plan; 2) indicate where and when interested parties may obtain access to a copy of the plan for review; and 3) outline the requirements of the petitioning process to include when, to whom, and on what basis interested parties may petition for disapproval of the plan. A copy of the public notice will also be posted in each county courthouse with copies being mailed to Community Based Organizations and Labor Organizations within the Northeast Missouri Workforce Investment Area. Comments, both positive and negative, on the proposed plan will be encouraged. All comments, positive or negative will be submitted to the Governor, along with the local plan as an attachment.

Due to the lack of time and resources for traditional face-to-face coordination meetings on the development of the local 2-year plan, the One-Stop Partner's involvement in the planning process has been through electronic communication. Each draft section of the local 2-year plan was made available to all one-stop partners for their input and comments during the development of the local plan. As each section of the draft plan was completed, it was placed on the NEMO Workforce Investment Board's website for each one-stop partner to review and provide their input and comments.

A Public Notice was posted and/or published at the following locations and dates for the 30-day comment period.

Adair County Courthouse -----	July 29, 2005
Clark County Courthouse-----	July 29, 2005
Knox County Courthouse-----	July 29, 2005
Lewis County Courthouse-----	July 29, 2005
Lincoln County Courthouse-----	July 29, 2005
Macon County Courthouse-----	July 29, 2005
Marion County Courthouse -----	July 29, 2005
Monroe County Courthouse-----	July 29, 2005
Montgomery County Courthouse-----	July 29, 2005
Pike County Courthouse-----	July 29, 2005
Ralls County Courthouse -----	July 29, 2005

Randolph County Courthouse-----	July 29, 2005
Schuyler County Courthouse-----	July 29, 2005
Scotland County Courthouse-----	July 29, 2005
Shelby County Courthouse-----	July 29, 2005
Warren County Courthouse-----	July 29, 2005
Hannibal Courier Post-----	July 29, 2005
Moberly Monitor Index-----	July 29, 2005
Montgomery Standard-----	July 29, 2005
Kirksville Daily Express-----	July 29, 2005

A copy of the proposed local WIA plan was made available to the following list of individuals and/or organizations for their review and comment on July 29, 2005:

Honorable Michael R. Gibbons
President Pro Tem
Missouri State Senate
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Jefferson City, Missouri 65102

Honorable Rod Jetton
Speaker
Missouri House of Representatives
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Jefferson City, Missouri 65102

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Jefferson City, Missouri 65102

- D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center "that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.") *Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.*

See Attachment 1

- E. *Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.*

See Attachment 1

- F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites "can provide one or more partners' programs, services and activities at each site.) *Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.*

See Attachment 1

- G. *Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.*

See Attachment 1

IV. Economic and Labor Market Analysis

- A. *Identify the current and projected employment opportunities in the local area.**

Employment outlook

The structure of the major occupational categories in the Northeast Region's economy is expected to change moderately between 2000 to 2010 due to the varying rates of growth among the major occupational groups. However, projected changes in the industrial distribution of employment, along with changes in technology and business practices, should have a significant impact on specific occupations. Generally, jobs should be available to workers of all educational levels, but individuals with more education and training will tend to have access to better job opportunities.

Total non-agricultural wage and salaried employment in the NEMO WIA is projected to grow at an average of 10.3% between 2000 and 2010. This increase, from 87,910 to 94,220 (+6,310 jobs), reflects in part the strong employment growth in construction; retail trade; fire, insurance and real estate; government; and, particularly, services. Of the major industry groups, mining, durable goods manufacturing with the exception of industrial and commercial machinery and non-durable goods with the exception of food and kindred products are expected to decline in employment.

Top Occupations in the Northeast Region

Below are the projected Top Occupations in the Northeast Region according to the most recent information available from the Missouri Economic Research & Information Center:

<i>Top Occupations for which the typical source of training is Short to Moderate-term On-the-Job Training</i>		
	Estimated Annual Openings 2000-2010	Northeast 2002 Mean Hourly Wage
Cashiers	185	\$6.94
Combined Food Preparation & Serving Workers, including fast food	125	\$6.94
Retail Salesperson	102	\$9.66
Office Clerks, General	55	\$8.54
Truck-Drivers, Heavy & Tractor-Trailer	49	\$16.09
Nursing Aids, Orderlies, & Attendants	44	\$7.79
Janitors & Cleaners, exc. Maids & Housekeeping Cleaners	41	\$8.39
Personal & Home Care Aides	41	\$8.35
Stock Clerks & Order Fillers	28	\$9.48
Teacher Assistants	26	\$13.918**
Child Care Workers	26	\$7.09
Maids & Housekeeping Cleaners	25	\$7.18
Landscaping & Grounds keeping Workers	25	\$8.34
Construction Laborers	20	\$17.09
Operating Engineers & Other Construction Equipment Operators	20	\$17.66

**Mean Annual Wage

<i>Top Occupations for which the typical source of training is Long-term On-the-Job Training or Work Experience in a Related Occupation</i>		
	Estimated Annual Openings 2000-2010	Northeast 2002 Mean Hourly Wage
First-Line Supervisors/Managers	47	\$13.80
Police & Sheriff's Patrol Officers	27	\$11.21
First-Line Supervisors/Managers of Construction Trade Workers	24	\$20.36
Carpenters	24	\$18.68
Cooks, Institution & Cafeteria	21	\$7.71
First-Line Supervisors/Managers of Officer Workers	21	\$15.37
First-Line Supervisors/Managers of Mechanics, Installers, Repairers	16	\$19.96
First-Line Supervisors/Managers of Food Service Workers	15	\$10.28
Cooks, Restaurant	14	\$8.48
Fire Fighters	9	\$14.08
Electricians	8	\$20.44
Coaches & Scouts	8	\$29,642**
Electrical Power-Line Installers & Repairers	7	\$24.75
Water & Liquid Waste Treatment Plant & System Operators	7	\$15.00
Cement Masons & Concrete Finishers	6	\$13.32
Automotive Body & Related Repairers	6	\$17.06

**Mean Annual Wage

Top Occupations for which the typical source of training is Career Education or an Associates Degree		
	Estimated Annual Openings 2000-2010	Northeast 2002 Mean Hourly Wage
Registered Nurses	35	\$18.90
Automotive Service Technicians & Mechanics	26	\$11.50
Licensed Practical & Licensed Vocational Nurses	20	\$11.60
Computer Support Specialists	10	\$15.25
Bus & Truck Mechanics & Diesel Engine Specialists	8	\$14.64
Welders, Cutters, Solderers & Brazers	15	\$12.22
Hairdressers, Hairstylists, & Cosmetologists	9	\$9.62
Medical Records & Health Information Technicians	5	\$11.74
Appraisers & Assessors of Real Estate	3	\$16.16
Radiological Technologists & Technicians	3	\$15.60
Mobile Heavy Equipment Mechanics, exc. Engines	3	\$14.57

Top Occupations for which the typical source of training is a Bachelor's or Higher Degree		
	Estimated Annual Openings 2000-2010	Northeast 2002 Mean Hourly Wage
Elementary School Teachers, exc. Special Education	40	\$30,297**
General & Operations Managers	38	\$26.83
Chief Executives	15	\$46.19
Special Educ. Teachers, Preschool, Kindergarten, Elementary School	10	\$27,461**
Pharmacists	9	\$38.28
Educational, Vocational & School Counselors	8	\$14.64
Education Administrators, Elementary & Secondary School	7	\$59,407**
Accountants & Auditors	7	\$21.53
Financial Managers	6	\$25.67
Recreation Workers	6	\$8.79
Construction Managers	5	\$27.21
Medical & Health Services Managers	5	\$24.02

** Mean Annual Wage

The education and training categories are defined below:

- *Short to Moderate-term On-the-Job Training*
Skills are generally developed with less than 1 month to 12 months of on-the-job training.
- *Long-term On-the-Job Training/Work Experience*
Skills are generally developed with more than 12 months of on-the-job training, work experience and classroom training, or experience in related job.
- *Career Education or Associate's Degree*
Career education programs range in length from several weeks to a year or more. An associate degree usually requires 2 years of full-time academic study beyond high school.
- *Bachelor's or Higher Degree*
Usually requires 4 or more years of full-time academic study beyond high school.

B. Identify the job skills necessary to obtain current and projected employment opportunities.

As described earlier in this plan, the employment opportunities in the Northeast Region are very diverse, with some regions being predominately agricultural, to others that have a wide variety of industrial and other non-manufacturing based businesses. This causes the needed job skills within the Northeast Region to vary accordingly. However results from research in the Northeast Region (focus groups, surveys and direct employer contact) indicate that the following are needed core skills that are common to the majority of employers, regardless of the type of business:

CORE SKILLS/APTITUDES

- ✓ Reading skills at 8th grade or above
- ✓ Math skills at 8th grade or above
- ✓ Verbal/written communication skills
- ✓ Problem solving skills
- ✓ Team building skills
- ✓ Basic computer literacy
- ✓ Detail oriented

In addition, according to information from the Missouri Economic Research & Information Center (MERIC) the following skills are needed for the Top Occupations identified above:

- Active Listening
- Equipment Selection
- Operation & Control
- Social Perceptiveness
- Speaking
- Coordination
- Installation
- Reading Comprehension
- Troubleshooting
- Writing
- Instructing
- Learning Strategies
- Judgment/Decision Making
- Management of Personnel

And recent research also validates what we believe to be high demand industry specific skills:

MANUFACTURING

- ✓ Basic understanding of measurements and ability to use measuring tools and equipment
- ✓ Blueprint reading
- ✓ PLC programming
- ✓ Welding
- ✓ CNC operations
- ✓ Basic understanding of electrical and mechanical systems

HEALTH CARE

- ✓ Nurse aide certification
- ✓ Medication aide certification
- ✓ Dietary aide certification
- ✓ Vocational/College training – LPN, Therapists (respiratory, physical, occupational)
- ✓ College degree – RN, Physical Therapists, Medical Imaging Technologists
- ✓ Medical terminology
- ✓ Restorative aide technician certification

OTHER

- ✓ Basic computer skills
- ✓ Advanced computer skills
- ✓ Basic bookkeeping
- ✓ Technical training – truck driving
- ✓ Correctional officer certification
- ✓ Basic carpentry/construction skills
- ✓ Advanced carpentry/construction skills

V. Overarching Local Strategies

- A. *Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps. These findings should include high-growth, high-demand employment opportunities within the region, as defined in the national direction.*

Identifying Northeast Missouri’s Critical Industries

The first step in discovering the skills needs of the Northeast Missouri workforce area in the 21st century is identifying the kinds of businesses and industry sectors that drive the economy – and/or will be likely to drive the Northeast Missouri economy in the coming years. The analysis presented demonstrated that Northeast Missouri’s regional employment is critically influenced by a variety of manufacturing industries, by health and educational services, and to a limited degree, transportation and warehousing.

The process of evaluating the key industries used to guide the Skills Gap Analysis was a combination of statistical analysis and interaction with the planning consortium consisting of staff from local economic development, education, workforce development and chamber of commerce, that yielded the following results:

- **Health care:** Real quantitative shortages of health care professionals are already present in Northeast Missouri, as they are across the country and around the world. This is widely acknowledged and agreed upon by the Consortium and backed up by considerable empirical and anecdotal evidence.
- **Manufacturing:** After considerable discussion, manufacturing emerged as the likeliest candidate as a driver of the region's economy, a sector with influence throughout the region (however spotty), and one likely to demand a significant number of workers.

Health Care in the NEMO Region

Contact with health care providers (hospitals, long term care, public health facilities) and training providers (community colleges, vocational/technical programs) via surveys, focus groups, and telephone interviews yielded information about a number of health care professions **in high demand**, with immediate and potential future need for highly skilled workers. Chief among these are:

- Registered Nurses (RNs)
- Licensed Practical Nurses (LPNs)
- Therapists (particularly Respiratory)
- Medical Imaging Technologists

The analysis of root causes presented here included both the local and non-local factors. This inclusive approach becomes essential when it comes time to devise solutions to the shortages. To be effective, local solutions must target those causes that are genuinely local in nature. Acknowledgement of the shortages of these professions led to discussion of the potential **root causes** of those shortages. In brief, they include the following:

- **Registered Nurses**
 1. Insufficient supply of newly graduated RNs
 2. Excessive “leakage” of RNs out of Northeastern Missouri to other geographical areas
 3. An aging RN workforce
 4. Workplace practices that dissatisfy RNs and drive them from jobs in hospitals and nursing homes
 5. Inadequate compensation

- **Licensed Practical Nurses**
 1. LPNs climb the career ladder to become RNs and do not practice as LPNs
 2. Insufficient supply of newly graduated LPNs
 3. Inadequate compensation and job satisfaction for LPNs
- **Therapists**
 1. Escalating educational requirements
 2. Leakage of therapists outside the region
 3. Inadequate compensation and job satisfaction
- **Medical Imaging Technologists**
 1. Inadequate compensation and job satisfaction

To address the root causes identified, a recommended set of solutions were developed for possible implementation by the NEMO Workforce Investment Board. They include:

➤ **Registered Nurses**

- | | |
|--------------------|--|
| Solution #1 | Facilitate the admission of more non-traditional students into accelerated RN training programs at local community colleges. |
| Solution #2 | Expand the capacity of RN training programs at community colleges |
| Solution #3 | Expand the capacity of nurse refresher courses at community colleges |

➤ **Licensed Practical Nurses**

- | | |
|--------------------|---|
| Solution #1 | Increase the capacity of community colleges to produce LPNs. Simultaneously, promote this occupation to CNA's and others with the capabilities to enter health care professions |
|--------------------|---|

➤ **Therapists and Medical Imaging Technologists**

- | | |
|--------------------|--|
| Solution #1 | Create and deliver training programs that are designed to improve leadership and other HR management skills among supervisors in hospitals and residential care facilities |
| Solution #2 | Use creative, targeted marketing to “sell” the Northeast Missouri Community to highly skilled health professionals |

Manufacturing in the NEMO Region

Initial investigation to determine **numerical shortages** of manufacturing workers in the NEMO region yielded modest results, and few definitive conclusions. The Manufacturing sector in Northeast Missouri is a group of widely different industry sectors. It is neither as coherent nor as likely to share skills as the different kinds of institutions in the health care sector.

Information from primary sources among manufacturers in Northeast Missouri, including surveys and interviews, yielded the following observations about the needs of area manufacturing employers:

- **Little quantitative need:** Manufacturing employers were not vocal about a deficiency of numbers of employees.
- **Modest skills expectations:** Those manufacturers contacted seemed to have modest skills and training requirements for applicants.
- **Modest skills present:** Part of the modest expectation of employers for skills among potential workers may be connected to the perception that the incumbent workforce mainly displays basic skills.
- **Aging workers:** Several area employers suggested that the median age of their primary workforce is moving toward retirement age. They are concerned about where replacements will come from in a few years.
- **Supply chain:** Based on numbers of graduates from community college and vocational/technical training programs, there seems to be barely enough interest in manufacturing-related fields to keep training programs in operation and to supply a steady, if small, stream of trained workers to the area's manufacturing workforce.

Workforce Associates, Inc. believes that the future of all manufacturing in the United States, and by extension, the Northeast Region, depends on the continuous improvement, development, and expansion of advanced manufacturing, slightly represented in the area now, but with the potential for growth.

We believe that it is prudent to look toward the future development of higher-tech, more productive, more skills-intensive manufacturing in the Northeast Region. Taking the area's manufacturing cluster to new levels of technology and competitiveness will depend on the availability of a workforce equipped with 21st century manufacturing workforce skills.

Based on these findings, Workforce Associates, Inc. developed a set of recommendations aimed at current, and more importantly, future needs of the 21st century manufacturing workforce.

- **A Pilot “Basic Manufacturing Technology” (BMT) program** aimed at preparing low-skilled workers, especially non-traditional ones, with a set of basic skills and screening requirements to meet a set of “universal” needs

developed by area manufacturers, cutting down on screening and testing needs in the hiring process.

- **Explore ways that area manufacturers are or could advance manufacturing technologies and skills.** Consider cooperation with an organization such as Missouri Enterprise, currently providing tailored training and other assistance services to businesses throughout Missouri, and which currently offers a free “Advanced Manufacturing Specialist Training Program.”
- **Catalyze and support K-12 activities that inform, attract, and prepare young people for careers in modern manufacturing.** The two programs specifically recommended is Project Lead the Way, an engineering/manufacturing technology program currently being implemented by high schools in other regions in Missouri and enjoying enthusiastic public support; and FIRST Robotics, a program encouraging the development of advanced manufacturing and engineering competencies through competition.

- B. *Describe the local board’s policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at www.doleta.gov/atels_bat).*

In an effort to promote apprenticeship programs in the Northeast Region, the NEMO Workforce Investment Board’s Youth Council invited the US Department of Labor Bureau of Apprenticeship and Training to its June 2005 Youth Council meeting to give a presentation on apprenticeship programs. As a result of that presentation, we have provided apprenticeship information to the four One-Stop Career Centers and have asked them to invite the US Department of Labor Bureau of Apprenticeship and Training representative to attend a career center coordination meeting to provide them and their partners with a presentation on apprenticeship programs. We have asked for information on the Apprenticeship programs that will be sent to each of our One-Stop Career Centers to be included in the Business Resource Centers. It is the intention of the NEMO Workforce Investment Board to continue with this effort to provide the workforce development system partners in the Northeast Region with information on the availability of this program.

In addition, the NEMO Workforce Investment Board has discussed partnering opportunities with Labor Representative board members, to discuss referrals of customers between WIA and organized labor apprenticeship programs as well.

VI. Major Local Policies and Requirements

- A. *Identify local area policy for support services and/or needs based payment to enable individuals to participate in Title I activities.*

The NEMO Workforce Investment Board has established policy guidelines to provide guidance to service providers when determining allowable support services for the WIA Title I customers.

Support services may only be provided to individuals who are participating in core, intensive or training services through WIA Title I; and are unable to obtain support services through other programs that provide such services. Support services may only be provided when they are necessary, reasonable and allowable to enable individuals to participate in WIA Title I activities.

As a part of the assessment and case management process, staff determines the client's ability to meet personal economic needs while participating in WIA activities. All support payments are based upon this determination. As with all obligated funds, support service payments are contingent upon the availability of the funds in the local area and can be reduced or eliminated at the discretion of the NEMO Workforce Investment Board.

Generally, the following support services are allowable in accordance with the NEMO Workforce Investment Board:

- ✓ Transportation
- ✓ Childcare
- ✓ Dependent Care
- ✓ Housing assistance
- ✓ Work Related Clothing, tools and equipment
- ✓ Referral to Medical services (for youth)
- ✓ Other costs deemed appropriate and necessary

Other support services such as housing assistance, temporary shelter and meal allowances may be offered in emergency situations or on an as-needed basis but only when these services are unavailable through other sources/programs and local funds are available. WIB approval is required for "Other" support services. Local policy provides maximum allowances for support service needs but in extraordinary situations the WIB may grant exceptions to the maximum allowances through waiver requests.

Support services are provided to participants throughout the duration of their participation in the WIA Title I program activities providing a continued need is identified. The continued need is documented through the individual employment plan or case notes that the service is needed to enable the individual to participate in WIA Title I activities. Staff is required to identify the agencies and/or partners that were contacted for assistance with the customer's support service needs.

Care is taken to research partners/agencies for services when a need has been identified. The region has numerous resources available to obtain information on local area resources to assist individuals with support service needs. Local

resources for support services include but are not limited to: partners as identified in the Resource Sharing Agreements; through staff attending local Human Resource meetings; Internet access to Community Connections, this is a data base that identifies State and local resources; and cross training at local Career Center meetings with partners and community agencies. Each center has a comprehensive listing of agency resources available to them that includes contact information.

Referrals are made to the appropriate agencies providing support services to assist with individual needs. Referrals are documented in the Toolbox system and/or customers file. Communication between partner staff is essential. A case note is entered into the Toolbox system when support services are being provided. This coordination of services with partner agencies ensures services are not being duplicated, and community resources are being utilized.

Needs Related Payments

Needs-related payment may be paid to adults and dislocated workers who meet the following criteria:

Adults:

- Are unemployed, and
- Do not qualify for, or have ceased qualifying for, unemployment compensation; and
- Are enrolled in a program of training services under WIA section 134 (d)(4)

Dislocated Workers:

- Are unemployed, and
 - Have ceased to qualify for unemployment compensation or trade readjustment assistance under TAA, **and**
 - Are enrolled in a program of training under WIA section 134 (d) (4) by the end of the 13th week after the most recent layoff that resulted in a determination of the worker's eligibility as a dislocated worker, or, if later, by the end of the 8th week after the dislocated worker is informed that a short-term layoff will exceed months; **or**
- Is unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA

Payments may be provided to a customer who has not yet begun training, if he or she has been accepted in a training program that will begin within 30 calendar days (or longer if authorized by the Governor). The amount of payment will be determined by the NEMO Workforce Investment Board, but, for dislocated workers, will not exceed the greater of either of the following levels:

For participants who were eligible for unemployment compensation as a result of the qualifying dislocation, the payment may not exceed the applicable weekly level of the unemployment compensation benefit;

Or

For participants who did not qualify for unemployment compensation as a result of the qualifying layoff, the weekly payment may not exceed the poverty level for an equivalent period. The weekly payment level will be adjusted to reflect changes in total family income as determined by policy developed by the NEMO Workforce Investment Board.

Needs related payments are based upon need as identified in the assessment or through counseling and are dependent upon availability of funds.

B. Identify the maximum dollar amount for all support services combined per participant.

Support services are provided to participants throughout the duration of their participation of the WIA Title I program activities providing a continued need is identified and it has been documented through the employment plan and/or case notes that the services are needed to enable the participant to participate in Title I WIA activities.

The NEMO Workforce Investment Board support service policy has identified a daily limit of support services that can be reimbursed for child care and transportation assistance.

Local policy mandates a cap of \$300.00 for other support services such as: housing assistance, work related clothing, tools, equipment or “Other” costs deemed appropriate and necessary. A waiver request must be approved by the Executive Director of the Workforce Investment Board prior to making the purchase(s).

*C. Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.**

The NEMO Workforce Investment Board has determined that funds for adult employment and training activities in the Northeast Region are limited. This determination is based on the following information:

- Yearly funding amounts for employment and training activities for adults is not expected to increase above the amounts previously available through JTPA or the first five years of WIA;

- Funding for adults under the JTPA and WIA programs have never been adequate to meet the demand for services in the Northeast Region's Workforce Investment Area;
- Eligibility requirements for WIA Title I services are less restrictive than under previous employment and training programs; therefore, it can be assumed that there will be an increase in the number of adults seeking services.
- Adult services under WIA Title I are available to any citizen or legal alien.

These factors demonstrate that funding under Title I of WIA for adult employment and training will not adequately meet the projected needs and should be prioritized to ensure those “most in need and most likely to benefit from” will receive training assistance.

The NEMO Workforce Investment Board concurs with the “Priority of Service” cited in the Act; namely recipients of cash welfare and other low-income individuals. Therefore, WIA Title I adult funds expended on intensive and training services will be restricted to individuals who meet one or more of the following criteria (with the exception noted below):

First Priority will be given to adults who are recipients of public assistance and other low-income individuals. Low-income individual means an individual who:

1. Receives, or is a member of a family who receives, cash payments under a Federal, State, or local income-based public assistance program;
2. Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in 1 above, and old-age and survivors insurance benefits received under section 202 of the Social Security Act) that, in relation to family size, does not exceed the higher of:
 - a) the poverty line, for an equivalent period; or
 - b) 70 percent of the lower living standard income level, for an equivalent period
3. Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps;
4. Qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act;
5. Is a foster child on behalf of whom State or local government payments are made;

6. Is an individual with a disability, whose own income meets the criteria in 1 or 2 above

Second Priority will be given to unemployed and/or employed individuals who are not recipients of public assistance or low-income individuals but are within 150% of the current poverty level as identified by HHS or LLSIL whichever is higher, and possess multiple barriers to employment. Those possessing the higher number of barriers will be given preference for intensive and training services over those with fewer barriers. A request for waiver to serve individuals in the second priority level must be approved by the WIB prior to enrollment into intensive or training services. Barriers to employment will include but not be limited to the following:

- School dropout (an individual who is not attending school and has not received a high school diploma or GED certificate)
- Basic skills deficient (basic skills deficient means that the individual has English reading, writing or computing skills at or below the 8th grade level based on a generally accepted standardized assessment instrument or a comparable score on a criteria-referenced test)
- Offender (an individual who has a record of arrest or conviction of a misdemeanor or felony)
- Older individual (age 55 or older)
- Long-term unemployed (has not been employed for 15 out of the last 26 weeks, concurrently or consecutively, including those that quit or have been fired)
- Lacks significant work history (has not worked full-time or part-time for the same employer longer than 3 consecutive months in the prior two-year period)
- Limited English proficiency (inability to communicate in English for an individual whose native language is not English)
- Veteran (a person who served in active duty in the military, naval, or air service and was discharged, separated, or released with other than a dishonorable discharge or was discharged or released from active duty for a service connected disability)
- Substance Abuse (an individual who abuses alcohol and/or other substances)
- Migrant and Seasonal Farm Worker (an individual whose farm work experience during the preceding 24 months required travel such that the worker was unable to return to his/her residence in the same day)
- Pregnant or Parenting Teen (an individual who is currently a pregnant teen, teen parent or became a parent prior to reaching age 20)
- Unique circumstances as approved by the WIB through a waiver request.

Exception:

The Northeast Missouri Workforce Investment Board recognizes the need for businesses to train incumbent workers, upgrading their skills and retaining employment opportunities in our area. Therefore, up to 10% of the adults funds allocated to the local area may be set aside for training incumbent

workers as identified in Missouri's statewide plan waiver requesting programmatic flexibility within WIA.

- D. *Define the sixth eligibility criteria for youth, described in WIA section 101(13)(iv) as "an individual who requires additional assistance to complete an educational program, or to secure and hold employment".*

The Workforce Investment Act of 1998 provides for employment and training programs for young people ages 14-21 that are low income and meet at least one mandated barrier to employment. However, in order for a youth to qualify for services using the criterion of *"Is an individual (including a youth with a disability) who requires additional assistance to complete an education program, or to secure and hold employment,"* the following conditions must be met:

1. Verification obtained from a professional source (doctor, teacher, vocational evaluator, juvenile justice officer, temporary assistance program, etc. stating that the youth does require additional assistance either related to education or employment
 - a) Has an IEP,
 - b) Poor school attendance
 - c) Have a limited English proficiency,
 - d) Attending an alternative school, OR
2. Documentation which verifies that the youth:
 - a) Has a poor work history (been fired from 1 or more jobs within the last six months, OR has a history of sporadic employment, such as "has held 3 or more jobs within the last 12 months, and is no longer employed"), or
 - b) Has been actively seeking employment for at least 2 months, but remains unemployed.

- E. *Describe how veteran's priority, as required by Public Law 107-288, will be incorporated into all programs.*

The Northeast Region recognizes the preferences allowed to veterans required by Public Law 107-288 and apply those applicable laws according to priority. When veterans and non-veterans are eligible for services, veterans shall receive priority.

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. Priority will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service.

In the WIA Adult and Dislocated Worker Programs, the current law requires that first priority for intensive and training services be given to public assistance

recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to veteran, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also veterans. The second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

Additionally, in those programs where targeting of groups are discretionary or optional priorities at the local level, veterans' priority takes precedence over those optional or discretionary priorities. Veteran's priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Provision of Information to Covered Individuals

Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled.

Program Registration

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. GreatHires.org, Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veterans status. In addition, Toolbox collects veterans' data during intake and assessment.

The Career Centers in the Northeast Region have recently obtained new signage which is posted in the lobby referencing veteran's priority. Veterans are identified during the registration process in the GreatHires system and at the front desk of the Career Center through the triage process. Once someone has been determined a veteran, they are asked if they would be interested in seeing a veteran's representative. The region consists of 1 full-time and 1 half-time Local Veteran Representative (LVER), and one half-time Disabled Veteran Representative (DVOP).

The veteran representatives conduct outreach to businesses and veterans, develop job opportunities and provide services in outreach locations within the region. Veterans are provided the full array of services available in the Career Centers, and the veteran representatives and career center staff will coordinate services among programs to ensure veterans preference is a priority.

F. Identify the funding limit for Individual Training Accounts (ITAs).

All adult and dislocated worker customers provided with Individual Training Accounts (ITAs) through WIA Title I are limited up to \$3,500 in local formula funds per calendar year for tuition, books and fees. However, exceptions may be granted and waiver requests to exceed this limit may be submitted to the Northeast Missouri Workforce Investment Board on a case by case basis.

G. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.

The NEMO Workforce Investment Board ensures the full array of Career Center services is available and fully accessible for individuals with disabilities. The region is committed to providing the disability community with a conduit to training, employment, and supportive services that will enable them to become contributing members of the community. In 2002, the Division of Workforce Development received a Workforce Incentive Grant (WIG) from the Department of Labor. This grant provided funds to the Northeast Region for the purchase of needed assistive technological equipment to provide services to individuals with disabilities. Listed below is the accessible assistive technological equipment available in each Missouri Career Center within the Northeast Region:

- Telephone Amplifier
- Hands-Free Speaker Phone with Large Key Pad
- 19" Monitors
- Alternative Keyboards
- Electronic Enlarging (CCTV)
- Tape Recorder
- TTY with Printout
- Screen Enlargement Software
- Trackball
- Height Adjustable Table
- FM System

In addition to the services and technology equipment listed above, Career Center staff is available to assist individuals with disabilities to provide resources as needed and information on various services that are available. The Missouri Division of Vocational Rehabilitation is an active partner in the Northeast Region's Career Centers as well as their sub-contractor's Job Point and Learning Opportunities/Quality Works who provide specialized employment and community services to individuals with disabilities. A local district supervisor with the Missouri Division of Vocational Rehabilitation is a member of the NEMO Workforce Investment Board.

The Division of Workforce Development's Continuous Improvement Review team conducts an annual review of the Missouri Career Centers. Each region has a report generated by the state outlining the adequacies and functionality of the assistive technology equipment and its ability to meet customer's needs.

H. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.

All customers, regardless of their national origin and language barriers, shall receive, free of charge, the language assistance necessary to afford them meaningful access to the programs, services and information of the NEMO Workforce Investment Board Career Centers and affiliate sites. When a "significant number or proportion" number of persons served are individuals with limited English proficiency, information/services in languages other than English will be provided pursuant to 29 CFR 37.35. To date, there has been no "significant number or proportion" number served in the Northeast Region.

Current methods include the use of staff and/or students from area educational institutions such as local private/public schools, Moberly Area Community College, University of Missouri-Columbia, Stephens College, Columbia College, Culver Stockton College, Hannibal LaGrange College, John Wood Community College, or the use of the Division of Workforce Development's state contracted foreign language translation provider.

The NEMO Workforce Investment Board continues to explore ways to ensure the Career Centers continue to be accessible to individuals who speak another language. Partnerships with local educational institutions continue to be a resource for providing assistance.

I. Describe how local region promotes integration of services through dual enrollment process.

The NEMO Workforce Investment Board encourages integration of services through the dual enrollment process. Through dual enrollment programs, the customers benefit by improved services, improved cost efficiency, reduced duplication and the integration of services. Staff is continuously cross trained on partner services and their eligibility requirements through regular Career Center meetings to assist in identifying when it is appropriate and beneficial to dual enroll customers into multiple programs.

In 2001 the NEMO Workforce Investment Board and Local DWD staff developed dual enrollment guidelines to assist staff in identifying the processes to be followed when dual enrolling customers into multiple programs. With the State's endorsement, the dual enrollment guidelines have since been modeled in state policy in DWD Issuance #15-01.

- J. *List local credentials that local board has approved, to include: issuing entity, requirement to earn credential and expiration date (if any) of the credential.*

The NEMO Workforce Investment Board has approved a local credential for the Basic Employment Skills Training program which is a local workplace readiness program. Instructors of the program must attend a certification class prior to being allowed to instruct the class and award the certification to successful completers of the workplace readiness class.

Upon implementation of the common Performance Measures this local credential will be reviewed and changes will be made to conform to the measures as needed.

VII. Integration of One-Stop Service Delivery

- A. *Describe the one-stop delivery system in the local region, including:*

1. *A description of how the local board will ensure the continuous improvement of eligibility providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.**

In 2001, the Northeast Missouri Workforce Investment Board established a Regional Continuous Improvement Team that convenes on a quarterly basis. The Regional Continuous Improvement Team consists of management and front-line staff from Division of Workforce Development, WIA Title I Sub-contractors, Family Support Division, Parents Fair Share, Rural Missouri Inc., Vocational Rehabilitation, Experience Works, and Northeast Missouri Community Action Agency and staff from the Northeast Missouri Workforce Investment Board. Various topics such as integration of services, single point of contact for business customers, triage process at the Career Centers, Customer Satisfaction Surveys, Mystery Shopper Reports, customer flow charts, performance measures, updates from the Business Service Team, and resource sharing agreements, etc. are discussed to address the needs of job seeking and business customers.

2. *Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system: and*

The Northeast region is a strong advocate of the integration of services. It eliminates duplication of services and is a more efficient use of local resources. Through the team approach, the philosophy and goals of the regions workforce development system will be met.

The full service Career Centers in the Northeast region have collocated staff from multiple agencies on a full-time and part-time basis, such as WIA, DWD, FSD, AEL, Experience Works, RMI and other one-stop partners. This

allows services to be provided to customers in a seamless delivery and is a more efficient way of providing services. Through collocation integration is strengthened, duplication of services is reduced and financial resources are used more efficiently and services to the customer are provided in a seamless fashion.

Regional Continuous Improvement meetings are held at least quarterly, where both on-site and off site one-stop partners to discuss mutual issues, concerns, and how to improve the current processes in the Northeast region's workforce development system. Goals include ongoing review of service integration guidelines through the use of customer satisfaction surveys, "Mystery Shopper" reports, and State's Continuous Improvement reviews. The Regional Continuous Improvement meetings also provide opportunities for partners to share best practices with each other.

The WIB supports these continuous improvement efforts. However, the primary responsibility for continuous improvement lies with the one-stop partners that offer the services. Information is collected and evaluated by the organization that offers the service, and progress is reported at the regional Continuous Improvement meetings.

The Northeast Region has recently begun holding quarterly coordination meetings with the DWD Regional Coordinator, DWD Regional Manager, DWD Supervisory staff from each full service career center, Title I subcontractor management staff, WIB Executive Director and WIB staff. These meetings are intended to provide information on coordination of services and review common practices within the career centers to ensure a strong unity in the integration of services resulting in a more seamless system.

The region utilizes the state-wide Toolbox Case Management system that allows the sharing of services to customers and partners. This system provides a common intake of information, identifies services provided to customers and records a wide array of self services accessed by the customer. Several partner agencies have access to the Toolbox system which enhances services to customers, reduces duplication of services, resulting in integration of services through a link of common communication with the use of information technology.

3. *A copy of each memorandum of understanding (between the local board and each of the one-stop partners) concerning the operation of the one-stop delivery system in the local area.* (This should be included as Attachment 6 to the local plan.)*

See Attachment 6

- B. The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. *Describe the plan development process, including how input for the plan was obtained by all partners involved in the MOU.*

The involvement of business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan was conducted through electronic coordination. Due to the lack of time to hold face-to-face coordination meetings to review the plan, each section of the plan was provided to these individual entities for input and comment as they were developed. Revisions to the plan were made based on any input received from each agency. In addition, a draft copy was provided to each individual agency listed in the Memorandum of Understanding for their input and comments and revisions to the workforce investment plan were made based upon their comments.

A draft copy of the Memorandum of Understanding was submitted to all One-Stop Partners, Workforce Investment Board members and Chief Elected Officials for review and comment in June 2005. This Memorandum of Understanding was voted on and approved as part of a plan modification to the current 5 year WIA plan at the June 20, 2005 Workforce Investment Board's meeting and submitted to the Division of Workforce Development. This Memorandum of Understanding will also be included as part of this new 2 year plan.

VIII. Administration & Oversight of Local Workforce Investment System

- A. *Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.*

Each One-Stop Career Center in the Northeast Region is operated by a consortium of three (3) one-stop partners. The consortium has been designated as the one-stop operator. The One Stop Operator for each Career Center is as follows:

Hannibal Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Gamm, Inc. (WIA Title I-B)
- Hannibal Career & Technical Center (AEL Programs)

Kirksville Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Gamm, Inc. (WIA Title I-B)
- Moberly Area Community College (Carl Perkins Post-secondary)

Moberly Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Gamm, Inc. (WIA Title I-B)
- Family Support Division (TANF/FS)

Warrenton Career Center One-Stop Consortium

- DWD (Wagner-Peyser/Labor Exchange)
- Boonslick Regional Planning Commission (WIA Title I-B)
- St. Charles Community College (AEL Programs)

LaBelle Affiliate Site

- Gamm, Inc. (WIA Title I-B)

Pike Lincoln Technical Center Affiliate Site

- Pike Lincoln Tech Center (Carl Perkins Post Secondary)
- Gamm, Inc. (WIA Title I-B)
- DWD (Wagner-Peyser/Labor Exchange)
-

Macon and Edina Outreach Offices

- Gamm, Inc. (WIA Title I-B)

B. Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.

See Attachment 2

C. Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan.

See Attachment 3

D. If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.

DOES NOT APPLY

IX. Service Delivery

A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers.

In order for a customer driven system to work, the job seeking customer must be well-informed regarding issues related to their employment and training needs. The region has adopted several practices to ensure the customer is well informed of the services available within the workforce development system.

Upon entering the Missouri Career Center, the job seeker and business customer will be provided with triage services to identify their immediate needs and be referred to the most appropriate agency for service(s). Customers who choose to avail themselves of Career Center services will receive a comprehensive orientation informing them of all services available. Brochures that identify services for job seekers and business customers through the Missouri Career Centers and partner agencies will be provided to all customers.

Labor Market information is available to job seeking customers in targeting employment with the desired wages, benefits, growth potential and working conditions. The “Missouri Education Hotlink” provides information on quality education facilities and available training programs through the GreatHires.org link.

GreatHires.org is a state wide job bank system that allows customers, both job seekers and businesses, to access services and information through the Internet. Through the use of information technology customers may access numerous services and information from any location.

B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area. **

Within the Northeast Region, there exists a wide variety of employment and training activities available to dislocated workers and adults. Job search assistance, on-the-job training, classroom training, supportive services and follow up services are just a few examples of the available services listed by multiple agencies within the Northeast Region. The availability of these services, in many cases, is contingent upon eligibility criteria (older workers, individuals with disabilities, farm workers, veterans, etc.) of specific programs and organizations. The recording of

the myriad of available services reinforces the need for all workforce development partners to coordinate efforts when serving our customers.

Customers have universal access to core services through the state wide system that can be accessed at: Greathires.org and/or services can be accessed through any one of the four full service career centers, two affiliate centers and/or two outreach offices located throughout the region or through any Internet connection. This allows customers to access services at various locations including public libraries, schools, personal computers, etc. The Great Hires system is a tremendous asset to the customers in the Northeast Region as most of the region is rural.

The services listed below reflect both those available through the adult and dislocated worker portions of WIA Title I, as well as through other workforce development partner agencies.

Customers entering a full service Missouri Career Center in the Northeast Region will initially be greeted by staff and receive a triage assessment. Customers will then receive an orientation to career centers services which allows them to make informed choices about services available to meet their needs.

Resource areas are available in each of the four full service career centers and two affiliate locations. The resource areas allow customers to search for jobs and training opportunities on their own or with assistance from resource room staff. Those customers who do not need help will be allowed to use the resource area whenever they want. Those individuals who need or request assistance with computers or navigating GreatHires.org will be provided assistance by staff in the resource center. Each of the four full service career centers and two affiliate site offers a resource room where customers can utilize a variety of resources such as: computers to access the Internet for job search, resume software, labor market information, services available through local agencies and partners, UI information and information on educational institutions. The Career Center staff maintains a job board that includes information such as local employment opportunities not listed in GreatHires.org, dates employers are interviewing, applications that are being taken in the center for specific employers, career center activities such as workshops and seminars, and any other information pertaining to employment or educational opportunities in the area.

Adults and dislocated workers have the ability to access the Missouri Career Centers computer equipment to conduct self-directed job searches, gather labor market information, educational opportunities, create a resume, search for employment on any of the many Internet web sites including GreatHires.org, view tutorials about interviewing skills, etc. In

addition, the computer equipment is often used by customers to set up e-mail accounts as a means for adults and dislocated workers to have dependable contact with potential employers.

Core services are delivered through each Missouri Career Center and by all contracted service providers. All individuals have universal access to the one-stop system's core resources and services. Using the Great Hires/Toolbox case management system, customer activities are tracked and recorded to allow Career Center staff and partner staff to effectively communicate the needs of the customer and identify services that the customer has previously accessed.

General eligibility requirements for adults and dislocated workers are as follows:

- Social Security number
- Citizenship
- Selective service registration (for males born after December 21, 1959 and 18 years of age)
- Age (Must be 18 years of age or older)

In addition, dislocated workers must meet the definition of "dislocated worker" in accordance with WIA section 101(9) upon registering for WIA Title I dislocated worker services.

Individuals will be registered for WIA Title I staff assisted core services when it has been determined the individual requires significant staff assistance such as follow-up services, individual job development, job clubs or screened referrals.

CORE SERVICES

- Orientation to the full range of available services on the Career Center Resources
- Determination of eligibility for WIA Title I and other programs
- Outreach, intake and orientation to the information and services available through the One-Stop Center service delivery system
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance, and where appropriate, career counseling
- Provision of employment statistics information, including the provision of accurate information leading to local, regional, and national labor market areas
- Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of

postsecondary vocational education activities, and providers of vocational rehabilitation program activities

- Provision of accurate information relating to the availability of supportive services, including child care and transportation assistance
- Provision of information regarding filing claims for unemployment compensation
- Information on skills needed to get various jobs
- Local occupations in demand with skills requirements and earnings
- Follow-up services (for not less than 12 months) for participants who are placed in unsubsidized employment

Intensive Services

Intensive services are for those unemployed customers who have received at least one core service and are unable to obtain employment.

Those customers who are unable to obtain or retain employment through usage of the core services may be enrolled in intensive services through WIA Title I. The determination of the need for intensive services, as established by the initial assessment or the customer's inability to obtain or retain employment after accessing core services, shall be made on a case-by-case basis and will be based on individual customer need. Documentation of the criteria used in making the decision will be retained in the customer file. Staff will assist the customer in identifying resources they need in their employment efforts. Through the use of the assessment process, an individual employment plan will be developed.

It is anticipated that the majority of those who receive intensive services will be unemployed individuals. However, employed adults may receive services if they have received at least one core service, and have been determined by a One-Stop operator to be in need of intensive services to obtain or retain employment that leads to self-sufficiency.

INTENSIVE SERVICES

- Comprehensive and specialized assessments of skill levels, which may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Individual employment plans
- Individual or group counseling and career planning
- Case management for customers seeking training services
- Short-term prevocational services, such as development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct
- Out of area job search assistance

- Relocation assistance
- Work Experience (paid or unpaid) in the private for profit sector, the non-profit sector, or the public sector
- Internships

Training Activities

WIA Title I training services may be made available to employed and unemployed adults and dislocated workers who:

1. Have met the eligibility requirements for intensive services, have received at least one of the listed intensive services and have been determined to be unable to obtain or retain employment through such services;
2. After an interview, evaluation, or assessment, and case management, have been determined by a One-Stop Operator or One-Stop partner, to be in need of training services and to have the skills and qualifications to successfully complete the selected training program;
3. Select a program of training services that is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate;
4. Are unable to obtain grant assistance from other sources to pay the costs of such training, including Federal Pell Grants, or require WIA assistance in addition to other sources of grant assistance, including Federal Pell Grants; and
5. For those whose services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system.

Training programs must be identified and documented as in-demand occupations as published by labor market information, or employment agreement with an employer, local want ads, internet website announcements, letter or telephone contact with employers.

Training may be provided while an application for a Federal Pell Grant is pending, however; if a Pell Grant is subsequently awarded, the training provider must reimburse the One-Stop Operator the WIA funds used to underwrite the training for the amount the Pell Grant covers. Pell Grants may be used to pay for both training and education-related expenses; therefore, reimbursement will not be required for the portion of funds released to the participant for education-related expenses.

2. *Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.*

WIA mandates the development of a system which allows customer choice in the selection of a training provider. The Northeast Missouri Workforce Investment Board is in full support of this mandate. The predecessor to the NEMO WIB (the SDA 2 Private Industry Council, Inc.) previously sought and secured funding to implement a voucher system for customers in the region. In June 1995, the SDA received notification from the U.S. Department of Labor that we had been awarded one of thirteen demonstration grants nationwide to implement the Individual Career Management Account (ICMA) program. The operational period for the grant was two years, ending in 1997. Our experience with this demonstration grant has provided us with evidence of the benefit to customers that a voucher or ITA system provides. We welcome the opportunity to continue to provide similar services through the WIA.

In order for a customer driven system to work, the customer must be well-informed regarding issues related to their employment and training needs. The Northeast Missouri Workforce Investment Board will ensure that each One-Stop Center in the Northeast Region has information available to customers, including:

- The State list of eligible providers of training services with a description of the programs through which the providers may offer the training services,
- Performance information and performance cost information relating to the eligible providers of training services, and
- Any restriction on the duration or amount of ITA's established by the Northeast Missouri Workforce Investment Board.

The Northeast Missouri Workforce Investment Board has designated the Department of Elementary and Secondary Education (DESE) to carry out all WIA section 122 activities in the area, with the following exceptions:

- When the training services provided are On-the-Job Training or Customized Training
- When the Northeast Missouri Workforce Investment Board determines that there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training account, or
- When the Northeast Missouri Workforce Investment Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.
- When the Northeast Missouri Workforce Investment Board exercises its authority to require a higher level of eligible training provider performance than established by DESE.

DESE will coordinate all training provider initial and subsequent eligibility applications; make determinations of training provider/program eligibility; ensure the State list is current; that all training providers and each program on the list is approved; collect and verify performance and costs information; and make a training provider/program consumer report available.

Customers (who have been determined as eligible for training services) will work with their assigned Career Consultant to ensure that the training selected is related to occupations that have been determined to be “*in-demand*” in the local area, or are in demand in another area to which the customer is willing to relocate. Once that determination has been made, customers will be enrolled in the training of their choice, by the approved provider of their choice, subject to fund availability.

The Northeast Region requires that a funded course of study through ITA’s result in a certificate or a degree outcome. The individual must be accepted into the course of study prior to the approval of the ITA. The maximum training program shall be 104 weeks. Should circumstances prohibit an individual from completing their training within the 104 week maximum time frame, the Program Operator may request a waiver to extend the training period. The waiver must be approved by the Workforce Investment Board. Individuals will have a choice of program study, once the Title I Operator(s) makes available information about eligible programs, good placement performance and costs information.

3. *Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between DWD and partner staff.*

Profiled workers are identified through the Toolbox worker profiling system. DWD staff in the Moberly, Kirksville and Hannibal Career Centers order individuals who have been identified in Toolbox as a profiled worker and WIA subcontractor staff order the profilers for the Warrenton Career Center. The randomly selected profiled workers are asked to attend a mandatory orientation meeting at the respective Career Center at which time the individual(s) are provided with an orientation of Career Center services and information about the services available through the worker profiling program. All profiled workers are provided with an assessment to determine their need(s).

Through the Worker Profiling program services may include one or more of the following: job development and placement, assistance with self directed job search assistance, job club, job seeking skills workshop, resume preparation assistance, vocational guidance and vocational testing.

Staff has the ability to exempt those profiled workers in which the program will serve no benefit. For example: if an individual has been profiled but anticipates returning to his previous employment shortly the individual can be exempt from participating in Worker Profiling services by staff.

For those individuals who it has been determined will benefit from Profiled Worker services an employment plan is developed, referrals are made if appropriate, and all Profiled workers who are not exempt are referred to the Title I WIA Dislocated Worker services.

Coordination of services are enhanced with partner access to the Toolbox case management system which identifies; case notes, individual employment plans, support service needs, referrals to appropriate agencies or services, and eligibility for Profiled Worker programs.

Profiled Workers who will benefit from WIA services are enrolled into the WIA program and other agencies if eligible and appropriate and services are provided according to the needs of the customer.

C. Rapid Response

*Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.**

The NEMO Workforce Investment Board (NEMO WIB) has the responsibility of designating an individual to serve as the Rapid Response Coordinator for the NEMO Workforce Investment Area. The Rapid Response Coordinator will establish and maintain contact with local one-stop partners including the Division of Workforce Development, Title I Operator (for Dislocated Worker Program), local Economic Development representatives and other agencies in the NEMO Workforce Investment Area in order to establish a local dislocated worker unit.

When a company lays off ten or more employees up to 49, the Rapid Response Coordinator will contact the company to start providing services and schedule employee Rapid Response meetings. During the initial contact with the company an assessment will be conducted which may include but not necessarily be limited to: 1) layoff plans and the schedule of the employer; 2) potential for averting the layoff by consulting with State or local Economic Development agencies; 3) assistance needs of the affected workers; 4) reemployment prospects for workers in the local community; and 5) available resources to meet the needs of the affected workers. After the initial assessment is completed, the Rapid Response Coordinator will provide the necessary agencies with notification of the layoff or closure and what services will be provided to the affected employees and request,

if necessary that they attend scheduled meetings to assist with informing the affected employees of the services that are available.

Notification of such layoffs or plant closings will be obtained from the State, Missouri Career Center staff, media, local business community contacts, and social service agencies. Upon notification, the Rapid Response Coordinator will attempt to contact the employer within forty-eight hours. In the event that an employer is unresponsive to the services offered through the Dislocated Worker program, the Rapid Response Coordinator will coordinate with the Title I Operator and local Division of Workforce Development staff to provide services on an individual basis.

The Rapid Response Coordinator will provide guidance or assistance on setting up customer centered workshops including but not limited to Stress and Financial Management, Transition Team meetings, Fast Trac, Career Options and computer based workshops to register the dislocated workers on GreatHires. The workshops will be tailored to meet the unique needs of each layoff or closure to ensure adequate resources are available to meet the dislocated worker needs.

Local Provisions of State Rapid Response

The NEMO WIB's Rapid Response Coordinator will immediately notify the State Dislocated Worker Unit of any mass layoff or plant closing affecting fifty (50) or more employees. The Rapid Response Coordinator will assist the state unit as requested in initial rapid response activities, attend any employer meetings scheduled in the NEMO Workforce Investment Area, present information at employee meetings scheduled by the State Dislocated Worker Unit, and coordinate the delivery of services to non-residents laid off within the NEMO Workforce Investment Area.

D. Youth

1. *Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)*

NEMO Workforce Investment Board has adopted the WIA philosophy to develop activities and services to operate year round youth programs. Service strategies are developed for each participant that identifies realistic employment and training goals for year round activities. Strategies have been developed to provide a stronger connection between

academics and occupational learning, to connect to the local labor market needs, and establish programs which prepare youth for post-secondary education or unsubsidized employment opportunities for the participant to achieve success.

Those youth who are determined most in need due to barriers such as those at risk of dropping out of school, those in foster care or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, out of school youth and migrant and seasonal farm worker youth will be given priority for services. The youth service providers currently work with the Department of Social Services/Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, local school districts, community based organizations and the one-stop delivery system to ensure that seamless services are made available to these youth who have been determined as most in need. Through the NEMO Workforce Investment Board's Youth Council, we will continue to collaborate with these agencies to find additional agencies who provide services to our youth that are most in need to expand the network of services available.

The determination of the appropriate type and duration of services to be provided will be made on an individual basis, and shall be based on the participant's objective assessment and individual service strategy. The service providers will provide services including eligibility determination, participant selection, objective assessment, and the development of individual service strategies and plans. The assessments follow WIA guidelines including a review of academic and occupational skills, interests, aptitudes, and developmental and supportive-service needs. These assessments will be addressed within the individual service strategy for each youth, with continuous updating as needed to ensure that they meet the academic and occupational goals of the participant.

Every eligible youth who is a part of our employment and training programs (whether an applicant or a participant) is provided with information on the full array of applicable or appropriate services that are available through the workforce investment system, other providers of youth activities and all One-Stop Career Center partners.

I. Design Framework includes:

For ineligible youth:

- Referral for additional assessment, as appropriate, and referral to appropriate programs to meet the basic skills and training needs of the applicant.

For eligible youth,

- Provision of information on the full array of services available through the WIB, eligible providers or One-Stop partner agencies.
- Referral to the appropriate training and educational programs.
- An objective assessment of each youth registrant. The assessment shall include a review of the academic and occupational skill levels, as well as the service needs of each youth.
- Development of an Individual Service Strategy for each youth registrant. The ISS shall identify an employment goal (including, in appropriate circumstances) nontraditional employment, appropriate achievement objectives, and appropriate services for the participant taking into account the results of the objective assessment. Service providers may use information from a service strategy developed by another education and training program if that ISS is recent and valid.
- Preparation for postsecondary educational opportunities, linkages between academic and occupational learning, preparation for employment, and effective connections to intermediary organizations that provide strong links to the job market and employers.
- Make opportunities for former participants to volunteer assistance to current participants in the form of mentoring, tutoring and other activities.

II. Program Elements include:

- Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention strategies.
- Alternative secondary school offerings, as appropriate.
- Summer employment opportunities directly linked to academic and occupational learning
- Paid and unpaid work experiences, including internships and job shadowing.
- Occupational skill training, as appropriate.
- Leadership development opportunities, which may include community service and peer-centered activities encouraging

responsibility and other positive social behaviors during non-school hours as appropriate. Such leadership development opportunities may include:

- Exposure to postsecondary educational opportunities
 - Community and service learning projects
 - Peer-centered activities, including peer mentoring and tutoring
 - Organizational and team work training, including team leadership training
 - Training in decision-making, including determining priorities
 - Citizenship training, including life skills training such as parenting, work behavior training and budgeting of resources
 - Employability
 - Positive social behaviors such as positive attitudinal development, self esteem building, cultural diversity training and work simulation activities
- Adult Mentoring for duration of at least 12 months, which may occur both during and after program participation.
- Supportive Services
 - Linkages to community services.
 - Assistance with transportation costs (including vehicle repair).
 - Assistance with child care and dependent care costs.
 - Assistance with housing costs.
 - Referrals to medical services.
 - Assistance with uniforms or other appropriate work attire and work-related tool costs, including such items as eye glasses and protective eye gear.
 - Other costs deemed appropriate and necessary by the NEMO WIB
- Follow-up services for not less than 12 months after the completion of participation.
 - Follow-up will be conducted at 3, 6, 9, and 12 months and may occur more frequently if youth are encountering problems in their success for the employment plan. Either the case manager who worked with the participant during enrollment or a follow-up specialist will provide telephone contact, and may provide in-person contact and case

management if problems are detected. Follow-up services for youth, who participate in only summer employment activities may, however be less intensive than for those youth who participate in other types of activities.

- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth. These services are primarily provided to assist youth in achieving employment-related success.

A minimum of thirty percent of youth funds must be spent on out-of-school youth who meet the youth eligibility criteria.

Youth performance indicators will change to include the new WIA educational attainment and customer service performance indicators. Performance indicators will include:

For Out-of-School Youth ages 19-21
(on which at least 30% of the total youth funds must be spent)

1. Entry into unsubsidized employment (Federal Standard);
2. Retention into unsubsidized employment six months after entry into the employment (Federal Standard);
3. Earnings received in unsubsidized employment six months after entry into the employment (Federal Standard)
4. Moved out of poverty.
5. Attainment of a recognized credential relating to achievement of educational skills which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment or who enter postsecondary education, advanced training, or unsubsidized employment. (Federal Standard)
6. Satisfaction of youth customers with services received from the workforce investment activities under WIA.

For In-School Youth ages 14-18

7. Attainment of basic skills, and as appropriate, work readiness or occupational skills;

8. Attainment of secondary school diplomas and their recognized equivalents;
9. Placement and retention in postsecondary education or advanced training, or placement and retention in military service, employment, or qualified apprenticeships;
10. Satisfaction of youth customers with services received from the workforce investment activities under WIA.

To ensure quality of the youth programs afforded to eligible youth in our area, the NEMO Workforce Investment Board appointed a Youth Council to serve as an advisory body to the Board. The Youth Council addresses the employment and training issues of the youth in our area to become life-long learners who have the opportunity to achieve long-term economic success. The Youth Council philosophy advocates opportunities for youth to access skill development, education and support leading to long-term economic success. Such offerings include opportunities for assistance in both academic and occupational learning, developing leadership skills; and preparing for further education, additional training, and eventual employment. Legislation that created the Youth Council, the local entity responsible for recommending and coordinating youth policies and program, intended that the Youth Council be a catalyst for such broad change.

The Youth Council will assume the following responsibilities:

1. Develop the portions of the 2-Year Strategic Plan that specifically relate to eligible youth
2. Make recommendations regarding the awarding of grants for youth programming to the Workforce Investment Board and Chief Local Elected Officials based on those organizations or agencies that are eligible to provide youth activities
3. Conduct oversight with respect to eligible providers of youth activities
4. Coordinate youth activities that are authorized by the Workforce Investment Act
5. Perform other duties as assigned by the NEMO Workforce Investment Board

Composition of the NEMO Workforce Investment Board's Youth Council shall consist of the following:

- WIB members with special expertise or interest in Youth Policy
- Youth Service Agencies, Juvenile Justice, Local Law Enforcement
- Local Public Housing Authorities
- Parents of eligible youth seeking assistance under this subtitle
- Individuals, Former Participant and Representatives or organizations experienced in Youth Activities
- Representative of Job Corps

The NEMO WIA youth service providers will continue to build linkages with local education and other entities serving youth to effectively coordinate and expand existing services. These collaborative efforts will result in more resources available to better serve youth enrolled in WIA and offer a more comprehensive service strategy.

While there are no Job Corps Centers located within the NEMO Workforce Investment Board region, staff will have information on the services available and can easily make referrals through linkages with the Division of Workforce Development offices throughout the Northeast Region. In addition, Job Corps will be represented on the Youth Council.

Following is a list of some of the entities in the Northeast Region which have a history of demonstrated effectiveness in successfully providing services to youth. Such services include, but are not limited to:

- Employment and Training services (WIA programs; Adult Education and Literacy Program, School To Work; Vocational Assessment; Classroom Occupational Training; GED Preparation; Job Readiness Assistance; Job Placement Assistance; Life Skills Training, Career Exploration; Mentoring; Job Shadowing, English As A Second Language, etc)
- Supportive Services (Child Care; Transportation; Housing; Medical; Food; Counseling; Treatment for Drug and/or Alcohol Abuse; Special Services for those with Disabilities; etc.)

This listing is not all-inclusive, as efforts have, and will continue, to establish linkages with other entities in the region with a demonstrated history of effectiveness in serving youth. This comprehensive listing will be made available to the Youth Council as a tool to use in establishing a broad-based system of services to youth in the region.

- | | |
|---|--|
| • Gamm, Inc. | • Northeast MO Community Action Agency |
| • Job Point (Formerly Advent Enterprises) | • Division of Family Services |
| • Warrenton Career Center | • MO Division of Youth Services |
| • Kirksville Career Center | • Job Corps |
| • Hannibal Career Center | • North East Missouri Community Action Corp. |

- Moberly Career Center
- Kirksville Area Technical Center
- Pike-Lincoln Technical Center
- Learning Opportunities/Quality Works, Inc.
- Hannibal Vocational Technical School
- Moberly Area Community College
- University Extension
- Mississippi Valley State School
- North Central Missouri College
- East Central College
- Montgomery R-II School District
- Montgomery County Community Health Improvement Program
- Missouri Division of Workforce Development
- Salvation Army
- Mark Twain Area Counseling Center
- Missouri Department of Vocational Rehabilitation
- YMCA
- Caring Communities
- Marion County Service for Mentally Disabled
- Hannibal Regional Center
- Future Well-Being of Mankind
- Wellsville/Middletown School District
- Montgomery City Economic Development
- AmeriCorps *VISTA

2. *Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local boards involvement in the projects, and the boards efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco etc.)*

NEMO WIB Youth Council Youth Enhancement Grant

The Northeast Missouri Workforce Investment Board Youth Council received a Youth Enhancement grant from the Missouri Division of Workforce Development to provide Career Exploration activities to in-school and out-of-school youth. The NEMO WIB is partnering with Northeast Missouri Community Action Agency and the University of Missouri Extension to target at-risk high school seniors and dropout students in the Clark County R-I School district in Kahoka, Missouri.

The program is geared to provide work place readiness skills, career exploration, paid work experience, leadership development, and community service to 10 to 13 at-risk high school seniors. The participants will complete 16 hours of intensive job skills training prior to their placement at their worksite, and eight hours of follow-up educational programs once their work experience is complete. At the conclusion of the workshop, each participant will be registered into Great Hires. The participants will be placed on worksites for an average of 10 to 12 weeks at 24 hours a week, and will be paid a stipend of \$6.00 an hour while they are participating in the work experience. To build leadership skills and foster mentoring with the participants, a community service project will be arranged within the area. The community service project will allow the participants to give back to their community while developing a sense of pride and accomplishment.

The NEMO Workforce Investment Board has given their support of the grant and the project. The NEMO Youth Council formed a committee to develop the Career Exploration program and write the grant to submit to Missouri Division of Workforce Development.

Kids Can Project

The Kids Can Project is a two year program for youth ages 14 to 15 to foster volunteerism to youth so that they can give back to their community. The Kirksville Career Center is partnering with Northeast Missouri Community Action Agency and AmeriCorp *VISTA to work with low income youth or youth that have “fallen through the cracks”. The Kids Can project will help youth develop organizational, planning, and leadership skills. Through their work with the planning and execution of the community service projects, the youth develop skills that they will in use as adults to shape the future of their communities. The Kids Can project in Memphis, Missouri, is remodeling a building that was donated to their community; the building will become a youth center. The youth have been participating in fundraisers to fund the renovation of the building. The Kids Can project in Edina, Missouri, have in the past made repairs to the Headstart playground, made repairs around their elementary schools, and are currently taking care of the plants in their downtown area.

The NEMO Workforce Investment Board is providing connections to the services offered through the Workforce Investment Act through the contracted providers of job training services. The NEMO WIB will continue to provide support throughout the program.

The Montgomery Area YouthBuild Experience (MAYBE)

Job Point, the service provider for the Boonslick region, has applied for a YouthBuild grant to be implemented in Montgomery County. The YouthBuild program engages unemployed young men and women, most of who have not completed high school and all who come from low-income families. YouthBuild enables them to serve their communities by building affordable housing, and assists them in transforming their own lives and roles in society.

All YouthBuild students are poor, and many have had experience with foster care, juvenile justice, welfare, and homelessness. Participants spend 6 to 12 months in the program, dividing their time between the construction site and the YouthBuild alternative school.

Job Point has partnered with NEMO Workforce Investment Board, North East Community Action Agency (NECAC), East Central College’s Adult

Education and Literacy program, Youth In Need (YIN), University Extension, Wellsville/Middletown School district, Montgomery R-II School district, the cities of Montgomery City and Wellsville, the Montgomery City Economic Development, and Montgomery County Community Health Improvement Program (MCCHIP). The NEMO Workforce Investment Board is providing connections to the services offered through the Workforce Investment Act through the contracted providers of job training services. The NEMO WIB will continue to provide support throughout the program.

Summer Youth Academy

The Summer Youth Academy is organized and presented by Moberly Area Community College. It is a week long hands on experience that youth participate in technical preparation training, touring of local businesses in areas of electronics, computers, and industrial technology. Each year a different area of training is chosen. The Summer Youth Academy is an opportunity for economically disadvantage students to be exposed to technological careers. The Academy fosters communication, and team building skills, and provides an overview of the world of work and career decision making.

The NEMO WIB will continue to provide support throughout the program and encourage subcontracted providers to submit applicants to participate in the Summer Youth Academy.

Leadership Development Courses

Job Point is working with the University of Missouri's Office of Experiential Education to develop leadership activities for the WIA Youth in Warren, Montgomery, and Lincoln Counties. Experiential education is a holistic philosophy, where carefully chose experiences supported by reflection, critical analysis, and synthesis, are structured to require the learner to take initiative, make decisions, and be accountable for the results, through actively posing questions, investigating, experimenting, being curious, solving problems, assuming responsibility, being creative, constructing meaning, and integrating previously developed knowledge. Learners are engaged intellectually, emotionally, socially, politically, spiritually, and physically in an uncertain environment where the learner may experience success, failure, adventure, and risk taking. The learning usually involves interaction between learners, learner and educator, and learner and environment. It challenges the learner to explore issues of values, relationship, diversity, inclusion and community. Phase I- the low ropes courses are held at each of the 8 high schools in the Boonslick area for the WIA participants in both the Fall and Spring. Phase II- the Alpine Tower, is held in the summer on the University of Missouri-Columbia

campus. The participants face outdoor physical challenges involving rappelling, climbing and other activities with a focus on leadership development, self esteem, and confidence building.

The NEMO Workforce Investment Board is providing connections to the services offered through the Workforce Investment Act through the contracted providers of job training services.

Community Service Projects

The Moberly Career Center youth are working to give back to the Moberly community. The Career Center staff contacted business in the Moberly area to see if they needed any repairs to be done to their buildings. The youth are also working with the Moberly Housing Authority to host sports clinics throughout the summer for the children that live in the housing authority.

The NEMO WIB will continue to provide support throughout the program.

NEMO BEST Job Club

The Kirksville Career Center has provided NEMO BEST Job Clubs in Kirksville and surrounding communities to youth. The Kirksville Career Center staff use the NEMO Basic Employment Skills Training curriculum as the basis of the Job Club, they also supplement by bring in community members to enhance the experience for the participants. Community members have given presentations on their careers, the duties they have with the careers, and how they prepared for their careers. Community health departments gave presentations on personal health and hygiene, planned parenting, and the responsibility of being a parent. The staff uses inventive games, real life scenarios and participant presentations to teach the youth about career exploration, job skills training, and help them to build their leadership skills and self esteem.

The NEMO Workforce Investment Board is providing connections to the services offered through the Workforce Investment Act through the contracted providers of job training services.

Tutoring Sessions

The Kirksville Career Center holds tutoring session two nights a week in Knox County to help their youth participants achieve their high school diploma or their GED. The tutoring sessions are open to all of the participants in the area; however, if a student's grades are low, they are required to attend the tutoring sessions and are not allowed to participate

in their work experience until their grades are raised. The tutoring instructor also helps the participants with ACT preparation.

The NEMO Workforce Investment Board is providing connections to the services offered through the Workforce Investment Act through the contracted providers of job training services.

E. Business Services

- I. Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Describe how partner staff work together to “broker” all programs and services to businesses. Include a description of strategies/training to ensure partner staff document business contacts in toolbox and work closely with all career center staff that has business outreach responsibilities. Describe innovative and/or outreach success(es) that may be considered best practice. Describe any modifications/revisions to the business outreach plans that were submitted to the DWD during 2004.

In May 2004, the Northeast Missouri Workforce Investment Board approved a regional Business Marketing/Outreach Plan for the Northeast Region. This plan identified the current services offered to the business customers in our region but it also provided an opportunity for the one-stop partners in Northeast Missouri to coordinate these services in a manner that was unified, organized, and professional. With the approval of this plan the Northeast Missouri Workforce Investment Board determined that providing services to the business customer was just as essential as providing services to the job seeking customer.

The Business Marketing/Outreach Plan was implemented in June 2004 with the goal of making the Missouri Career Center the single point of contact for business services in Northeast Missouri. The single point of contact philosophy has been developed and initiated in the Northeast Missouri Career Centers. To ensure the single point of contact concept works in the Northeast Missouri Career Centers, quarterly meetings are held with the Business Service Team and local Business Representatives appointed at each career center to discuss any problems or issues they may have. By holding quarterly meetings the team is able to make changes or modifications to the Marketing/Outreach Plan that can affect businesses immediately.

The standard practice of all Career Center staff will involve the implementation of new initiatives to meet the needs of our business customers. High emphasis has been placed on all staff to promote the complete Career Center system services. Training has been provided to

staff on the full array of services and the intent of the outreach/marketing plan. Job Development staff carries marketing material on all system services with them to all business meetings enclosed in a Missouri Career Center folder. In addition, a business services brochure is being developed that will provide a menu of services that will be offered to the business customer as well.

Communication between partner staff is extremely important to the success of accurate and viable information in Toolbox. Meetings with partner staff have been held to stress the importance that all business contacts need to be documented in Toolbox. Before going on an employer visit, the Toolbox system is checked to see if a recent visit has been made by any other agency. The Local Business Representative is the coordinator for business services at each career center. They are kept abreast of all business contact information through the DWD Business Representative and Job Development staff. To coordinate business contacts, the DWD Business Representative e-mails the Local Business Representatives on Friday of each week, with an itinerary of weekly business contacts. It is the responsibility of the Local Business Representative to forward the itinerary to all Career Center staff, especially job development staff, to respond back and coordinate the activity. Contact information will be gathered and reviewed by the Local Business Representative. When businesses on the list are duplicated, the Local Business Representative coordinates with the respective career center staff to decide whether to visit the business jointly or allow one agency to take the lead. Toolbox will be updated with all business contact information and other important information will be forwarded through e-mail or telephone calls for immediate action between partner staff.

Many services were identified through the Northeast Region Business Marketing/Outreach Plan that businesses need or want and the following services have been developed and are considered to be best practices by the Career Centers:

- Business Resource Centers have been established in each Career Center
- A list of “Frequently Asked Questions” has been developed to ensure consistent answers are provided to the business customer
- Missouri Career Center “menu of services” for business has been developed
- English as a second language classes have been established
- Letters are mailed to each business that places an ad in the local newspaper to let them know about the no cost services available to them on GreatHires.com
- Thank you cards are mailed to businesses when they use the Missouri Career Center

In May 2005, the Business Services Team submitted changes to the Northeast Region Business Marketing/Outreach Plan to the Northeast Missouri Workforce Investment Board for review and approval. These changes included such things as changing the target dates of participation by partners, re-establishing goals, adding an attachment of “Frequently Asked Questions,” and changing the dates on some of the action items to reflect what the Business Services Team is doing. These changes were approved at the May 16, 2005 WIB meeting.

2. *Describe the region’s commitment to businesses and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri’s incumbent worker and industry training programs.*

The WIB has a strong commitment to providing services to businesses in Northeast Missouri which is evident by the services that has been put in place throughout the region. A strong emphasis has been placed on the implementation of the Business Services Outreach and Marketing plan that outlines specific guidelines to meet the needs of area businesses.

On-the-Job training programs have been recognized as a valuable training tool in the Northeast region for job seekers who do not wish to access traditional classroom training to gain occupational skills. The local business representatives and Career Center staff making business contacts will promote the use of On-the-Job training programs as a valuable resource to businesses.

The WIB has established an incumbent worker training committee and will develop a program that will provide employers with the employment skills and training needed for a business to compete and thrive in the global economy. The WIB will strive to reach those businesses that may not be eligible for Missouri’s programs by setting eligibility criteria to serve the more rural businesses that are in need of services. The Northeast Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs.

F. Innovative Service Delivery Strategies

Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

The Northeast Workforce Investment Board supports the efforts of the Missouri Re-Entry Process (MRP). Ex-offenders who are preparing to be released from prison will receive a comprehensive workplace readiness training while living in the transitional housing units from Department of Corrections. During this time the individuals will be provided with a full array of skills and resources that will prepare them to conduct a successful job search prior to their release. In addition the ex-offenders will be registered in GreatHires.org and make initial contact with DWD at the Career Centers prior to their release to begin their job search efforts.

Those individuals referred to DWD (via Toolbox) through the Missouri Re-Entry Process will make contact with the designated DWD “Point of Contact” staff or other designated staff in the Career Centers. Individuals participating in the MRP program will be provided an orientation to Career Center services which will assist them in making informed choices about the services they need and the development of their employment plan.

Prior to their release the Department of Corrections staff will complete an assessment of the individuals needs and develop a Transition Accountability Plan (TAP) to identify employment needs and identify barriers. Department of Corrections staff will utilize this document to communicate the individual’s employment needs and barriers to the DWD Point of Contact. This document will be used to begin an assessment, identify barriers and develop an employment plan.

As employment will be the priority for these individuals, job development and job search assistance will be the first priority of service. The full array of services will be provided as appropriate to assist these individuals in setting occupational goals and obtaining employment.

Through Career Center services these individuals will have a multitude of resources available to them. The resource rooms will allow them to search for employment, research training programs, view current job openings, and attend career center classes as they are offered. Individuals participating in the MRP program will have access to a comprehensive resource center through the Great Hires.org web site which is available from any internet web site.

Referrals will be made to the appropriate agencies that are providing such services to assist with their needs as identified in the assessment or through case management. Referrals will be documented in Toolbox and/or the individuals file. Communication between partner staff is essential to the success of the individuals reaching their goals and obtaining employment. Case notes will be entered into Toolbox identifying the services that are being provided to ensure coordination of services and a continued line of communication between partners. Ex-offenders must meet eligibility requirements of the programs in which they are referred.

An on-going effort will be made to identify employers who are willing to hire ex-offenders. The State Work Opportunity Tax Credit (WOTC) web site lists several employers who have in the past hired ex-offenders through the WOTC program. Additional employers will be identified as marketing of the program increases through career center job placement and job development practices. The Career Centers will maintain a listing of employers who are willing to hire ex-offenders as a resource.

G. Strategies for Faith-based and Community-based Organizations

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, *Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations*.)*

The Northeast Missouri Workforce Investment Board has a long-standing relationship, both as a sub-contractor and partner, with community based organizations in the Northeast Region. Both community-based organizations are partners in the one-stop career center system and are current members on the Workforce Investment Board and Youth Council. Northeast Missouri Community Action Agency is currently involved in a Youth Enhancement Project in the Northeast Region as well as partnering with the local WIA Title I Youth Provider to provide a community service/volunteer project for youth ages 14-15 years old.

One faith-based non-profit organization has been identified in the Northeast Region. Future Well-being of Mankind located in Paris, MO has submitted proposals on the WIA Title I Youth Program in the past. Even though this entity was not awarded a sub-contract, a mentoring project for youth was established with the youth provider for several counties in the Northeast Region. Future Well-being of Mankind also has a representative on the Northeast Missouri Workforce Investment Board's Youth Council.

The Northeast Missouri Workforce Investment Board will continue to develop relationships with both the community-based and faith-based organizations within the Northeast Region. As opportunities arise, projects will continue to be developed with these entities.

X. Local Administration

- A. *A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.**

See Attachment #7

- B. *An identification of the entity responsible for the disbursement of grant funds described in section 117(D)(3)(B)(I)(III), as determined by the Chief Elected Official or the Governor under section 117(D)(3)(B)(I);*

The Northeast Region Chief Local Elected Officials have designated the Northeast Region Workforce Investment Board as the Administrative Entity, Grant Recipient and Fiscal Agent for funds allocated to the local area under sections 123 and 133 of the Workforce Investment Act of 1998. In addition, the Northeast Missouri Workforce Investment Board will serve as the Administrative Entity, Grant Recipient and Fiscal Agent for other federal and/or state funds which are awarded to the board for workforce development and associated programs.

- C. *A description of the competitive process to be used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions for the ITA process.*

The NEMO Workforce Investment Board will utilize a competitive bid process for the selection of service providers for the youth programs under Title I of the Workforce Investment Act. The program requirements, performance standards and outcomes will be specified in each proposal soliciting offers.

The bid process will use an outcome based management model in the form of a *Call for Implementers (CFI)*. When a *CFI* is issued, a public notice with information regarding the bid process will be placed in at least two newspapers of general circulation within the Northeast Region, posted in all county courthouses within the NEMO Workforce Investment Area, sent to Community Based Organizations, Labor Organizations and placed on the NEMO Workforce Investment Board website (www.nemowib.org). The *CFI* will be issued to anyone responding to the public notice and to existing vendors currently maintained on the NEMO WIB's vendors list. In addition, the *CFI* will be made available to current program service providers. New potential bidders will be added to the vendor's list on a continuing basis throughout the implementation of the Workforce Investment Act.

Contracts for services shall be issued for a one year period, with one year extensions available up to three years. The decision to exercise these contract extensions rests

solely with the NEMO Workforce Investment Board, in concurrence with the Chief Local Elected Officials (CLEO).

The *Call for Implementers (CFI)* will include seven sections:

1. Givens: Those conditions, requirements, or parameters that is not flexible. These constraints guide what we can and cannot do (i.e. period of performance, assurance of compliance with relevant laws, etc.).
2. Assumptions: Those lessons we have learned, or beliefs we have formed, about what does and doesn't work for these types of services (i.e. quality training promotes placements, job placement and economic development are linked, etc.).
3. Outcome Statements: This is the end state that the Workforce Investment Board wishes to achieve over time, an "intent" that is explicit and directly linked to the Board's investment of funds.
4. Investor Targets: These are qualitative goals consistent with, and building support for, the WIB's outcome statement (i.e. to move unemployed customers into employment, reduce duplicative employer contacts, etc.).
5. Implementor Targets: These are the specific, quantitative results which the Implementor (contractor) is committed to achieve. They should be verifiable and largely under the control or influence of the Implementor. These targets represent the Implementor's piece of the "investor targets" pie (i.e. to increase the number of customers attending One-Stop orientation by 10%, to increase the number of youth achieving Youth Employment Competency, etc.).
6. Performance Target Outline: This is the format for the potential implementors to submit which focuses on what is being bought, and the chance that it will be delivered as planned. It includes information on Customers, Products (Services), Targets, Milestones (steps), Key Individuals, Organizational Support, Financial Projections, and Assurances.
7. Timelines/Selection Process: This provides information to the potential implementor about timelines for submission, evaluation, selection, award, and implementation. It also briefly describes the three-step due diligence evaluation process.

The selection of an implementor for services will be based on the following three-step due diligence process:

1. telephone interview to clarify questions;
2. personal interview as necessary; and

3. verification or reference checks with customers and/or other investors (including review of past performance with the Private Industry Council/Workforce Investment Board).

The following criteria will be reviewed during the due diligence process, and will be the basis for selection:

- Performance Targets
- Probability of achievement
- Reasonableness of costs (return on investment)

Once implementors are selected, performance targets and milestones may be negotiated in order to bring the entire workforce investment area into compliance with goals created by the WIA Performance Measures.

Title I WIA Youth Program

Upon approval of the Youth CFI by the Youth Council, approximately one month will be allowed for preparation of written responses to the *Call for Implementers*. The Youth Council's Procurement Committee will review the proposals and make a recommendation to the Youth Council. After the Youth Council concurs with the committee's recommendation, the Youth Council Chairperson will provide a recommendation to the Workforce Investment Board and the Chief Local Elected Officials on the selection of successful program operators.

Decisions regarding the selection of youth service providers and oversight of the youth services shall be at the discretion of the WIB, considering the recommendations of the Youth Council. Service provider selection and oversight shall be in consultation with the Chief Local Elected Officials (CLEO) and shall require CLEO concurrence.

Title I WIA Adult and Dislocated Worker Program

The NEMO Workforce Investment Board and Chief Elected Officials have the option of either a competitive procurement or recognizing an agreement among three (3) or more of the One-Stop Partners that designates the One-Stop Operator(s), if the One-Stop Operator provides the Title I Adult and Dislocated Worker services. If one or more other entities that are One-Stop Partners provide WIA adult and dislocated worker services, the process of negotiation of the MOU is provided as an option in lieu of the competitive bid process. Should the NEMO Workforce Investment Board and Chief Elected Officials choose to complete a competitive procurement of the Adult and Dislocated Worker programs the outcome based management process (*Call for Implementers*) will be followed.

The NEMO Workforce Investment Board and Chief Elected Officials have designated Gamm, Inc. as the Title I Adult and Dislocated Worker Programs service provider for thirteen counties of the Northeast Region. The Boonslick Regional

Planning Commission as the Title I Adult and Dislocated Worker Programs service provider for the three remaining counties of the Northeast Region. These two agencies shall be required to be one of the entities which will comprise the One Stop Operator Consortium as described below.

One Stop Operators

The NEMO Workforce Investment Board, in agreement with the Chief Elected Officials, will designate and certify One-Stop Operators in each local area based upon the guidance provided by the Division of Workforce Development entitled “One-Stop Operator Designation/ Certification Guide: A Framework for High Quality Service and Continuous Improvement.”

It is anticipated that the One-Stop Operator(s) will be a consortium of three or more partners as identified at Sec. 662.200 [WIA sec. 121(d)] in each one-stop location.

Should any One-Stop Career Center have the adequate partner representation but not have three or more partners willing to be a part of the One-Stop Operator consortium, the NEMO Workforce Investment Board and the Chief Local Elected Officials will procure a single One-Stop Operator through an outcome based management model in the form of a *Call for Implementers* as outlined above.

Each partner in the Consortium shall provide the mandated services required from its own funding mechanism(s) and share in the operational expenses of the One-Stop Career Center. Members of the One-Stop Consortium are required to make their core services available on a full-time basis at the full service One-Stops (though they may also have other locations throughout other counties in the NEMO Workforce Investment Area). The One-Stop Operator Consortium operational costs at the full service One-Stops will be determined in a cost allocation system that will comply with applicable state and federal standards and will be revised each year as necessary.

One-Stop partners who are unable to be a part of the full service One-Stop Consortium may select to provide partial collocation in the full service sites. Costs, if any, for partial collocation will be negotiated between the applicable parties. If not physically present, the core services of all the partners will be accessible at the full service One Stops.

Procurement Exceptions to Use of Individual Training Accounts

It is the intention of the NEMO Workforce Investment Board and Chief Elected Officials to authorize the Missouri Department of Elementary and Secondary Education (DESE) to administer all WIA Section 122 activities with the exception of on-the-job training, customized training and requiring higher levels of training provider performance.

For on-the-job training and customized training, contracts will be developed with the employer to procure the training required for designated employees. It is not anticipated that there will be any other exceptions to the use of ITA's, however, should exceptions become necessary it will be in accordance with Section 663.430 of the WIA Interim Regulations.

D. Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.

The Government Reform Commission is looking at duplicated state programs and for ways to reorganize the state government structure to be more efficient and effective. As the commission reviews state-level partner agencies, administrative costs will be streamlined to leave the optimum level of funds available to meet the training needs of Missouri's workforce. Also once the new state board chair is appointed, the state anticipates a similar policy will be developed by the board to be followed by the local board and their service providers.

The Northeast Region is a strong advocate of collocation and the integration of services as we believe it reduces the administrative and programmatic costs to the workforce investment system. It eliminates the duplication of services and is a more efficient use of local resources. The NEMO Workforce Investment Board will continue working with the one-stop partners to encourage collocation as a way of streamlining services and reducing administrative costs.

In addition, as new policies are developed based on the outcome of the Government Reform Commission's report, the Northeast Missouri Workforce Investment Board will work with local partner agencies to eliminate duplicative administrative costs and provide more available resources to meet the local training needs.

E. Identify how the local region ensures that services are not duplicated.

The partners have been colocated in Centers for several years, and with the "Operator" being a consortium, management responsibilities are shared. This assures that duties are divided up to make better use of resources. Involvement with local groups stretches the abilities of agencies to offer quality services to its customer base. Gaps are identified and corrected by the managers and staff. Through shared duties and responsibilities of the consortium team, integration of services is enhanced and duplication of services is reduced.

Career Center and program staff are vital members of Human Resource Councils in their communities. The Northeast Region consists of 16 Human Resource Councils. Through this partnership and networking of agencies community services are identified, new partnerships are formed and resources are utilized for the benefit of the job seeking and the business customers. The NEMO WIB and its subcontractors are constantly reaching out to develop new partnerships in the communities to

enhance customer service, encourage integration of services which ultimately results in reduction of duplication of services.

The Career Center's host partner meetings at least quarterly to bring together all of the local partners. During these meetings cross training of program services takes place. The consortium shares newly identified problems or policies that are being implemented or discussed for possible implementation. Cross training of program services allows staff the knowledge of partner services to coordinate services when appropriate resulting in non duplication of services and providing the customer with services they need in a seamless fashion.

- F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. Include a copy of this policy as Attachment 4 to the local plan.*

The NEMO Workforce Investment Board is responsible for implementing the local WIA non-discrimination regulations. The NEMO Workforce Investment Board complies with the requirements prescribed at 29 CFR 37. The NEMO Workforce Investment Board makes public the name and information of the local EO Officer and ensures that the EO Officer's identity and contact information appears on all communications about Equal Opportunity and non-discrimination programs. The Local EO Officer is identified on all "Equal Opportunity is the Law" posters and other communication such as the complaint guide that is made available to all applicants, employees, partner staff in the Career Centers and satellite offices. The NEMO Workforce Investment Board is following the State's procedure as referenced in State Issuance 08-00 and WIB Issuance 01-00, Change 3.

The Local EO Officer has informed all Career Centers and satellite offices of the need to have the "Equal Opportunity is the Law" posters, both in English and Spanish, posted and Complaint and Grievance pamphlets available to all visitors of the office. This is reviewed at least once a year to make sure these are available to the general public. The Local EO Officer updates her knowledge as training opportunities and funds are available.

The complaint and grievance procedures are currently not part of the MOU. However at the next modification to the MOU it will be added.

- G. Include the Planning Budget Summaries for Program Year 2005 and Fiscal Year 2006 in Attachment 5 to local plan.*

See Attachment 5